

Table of Contents

1	Executive Summary.....	1-1
1.1	VEAA Initiative Concept.....	1-5
1.1.1	Innovative Funding Approach.....	1-6
1.1.2	Reengineering and Re-solutioning in Enterprise Resource Management	1-8
1.1.3	Change Readiness and Change Management	1-13
1.1.4	Reengineering and Re-solutioning Roadmap	1-14
1.2	The VEAA Initiative Partnership	1-15
1.2.1	Team CGI-AMS	1-16
1.2.2	Organization and Governance Model	1-18
1.3	Summary	1-20
1.4	Proposal Guide.....	1-21
2	Qualification and Experience	2-1
2.1	Team CGI-AMS.....	2-1
2.2	Partner Roles.....	2-3
2.3	Corporate Qualifications and Experience.....	2-5
2.4	Corporate Profiles.....	2-5
2.4.1	CGI-AMS Corporate Profile.....	2-5
2.4.2	SiloSmashers Corporate Profile.....	2-7
2.4.3	MAXIMUS Corporate Profile.....	2-10
2.4.4	GC Services Corporate Profile.....	2-12
2.5	Minority Business Inclusion.....	2-13
3	Financial Management	3-1
3.1	Financial and Operational Accounting	3-4
3.1.1	As-Is Cost of Doing Business.....	3-9
3.1.2	Commonwealth Process Environment and Architecture	3-9
3.1.3	Reengineering and Re-Solutioning Opportunities	3-15
3.2	Collections	3-23
3.3	Cost Recovery.....	3-23
3.4	Performance-Based Budgeting.....	3-23
3.4.1	As-Is Cost of Doing Business.....	3-24

3.4.2	Commonwealth Process Environment and Architecture	3-24
3.4.3	Reengineering and Re-solutioning Opportunities	3-30
3.4.4	Summary	3-35
4	Human Resources Management.....	4-1
4.1.1	As-Is Cost of Doing Business.....	4-3
4.2	Current Commonwealth Process Environment and Architecture.....	4-3
4.2.1	Process Environment.....	4-4
4.2.2	Strengths and Weaknesses Review.....	4-11
4.3	Reengineering and Re-solutioning Opportunities	4-14
4.3.1	Process Recommendation	4-14
4.3.2	Organizational Approach or Service Delivery Model.....	4-15
4.3.3	Systems Approach.....	4-17
4.3.4	Transition or Implementation Path	4-22
4.3.5	Linkage to the Virginia Enterprise Applications Architecture.....	4-24
5	Administrative Management.....	5-1
5.1	Facilities Management.....	5-2
5.1.1	As-Is Cost of Doing Business.....	5-3
5.1.2	Commonwealth Process Environment and Architecture.....	5-3
5.1.3	Reengineering and Re-Solutioning Opportunities.....	5-7
5.1.4	Benefits to the Commonwealth.....	5-12
5.1.5	Transition or Implementation Path	5-14
5.2	Fleet and Equipment Management	5-15
5.2.1	As-Is Cost of Doing Business.....	5-16
5.2.2	Commonwealth Process Environment and Architecture	5-17
5.2.3	Strengths and Weaknesses	5-18
5.2.4	Reengineering and Re-Solutioning Opportunities	5-21
5.3	Travel Management	5-27
5.3.1	As-Is Cost of Doing Business.....	5-28
5.3.2	Commonwealth Process Environment and Architecture	5-28
5.3.3	Reengineering and Re-solutioning Opportunities.....	5-31
6	Supply Chain Management	6-1
6.1	As-Is Cost of Doing Business.....	6-3
6.1.1	eVA's Economic Impact.....	6-3

6.1.2	Virginia Partners in Procurement.....	6-3
6.1.3	Supply Chain Process Metrics.....	6-4
6.1.4	Commonwealth Process Environment and Architecture.....	6-6
6.2	Strengths and Weaknesses.....	6-9
6.2.1	Strengths of the Existing Processes.....	6-9
6.2.2	Weaknesses of the Existing Processes.....	6-9
6.3	Reengineering and Re-Solutioning Opportunities.....	6-12
6.3.1	Process Recommendation.....	6-12
6.3.2	Systems Approach.....	6-13
6.3.3	Organizational Approach or Service Delivery Model.....	6-16
6.3.4	Benefits to the Commonwealth of Virginia.....	6-16
6.3.5	Transition or Implementation Plan.....	6-17
7	Application Management	7-1
7.1	As-Is Applications Support Environment.....	7-1
7.1.1	Characteristics of Current Environment.....	7-2
7.1.2	Cost of Current Environment.....	7-3
7.2	Proposed Environment.....	7-4
7.2.1	Applications Management Benefits.....	7-4
7.2.2	Center of Excellence Model.....	7-5
7.2.3	Service Level Management.....	7-11
7.2.4	Application Commissioning/Decommissioning.....	7-14
7.2.5	Transition of Existing Systems.....	7-14
7.2.6	Migration Effectiveness for New Systems.....	7-14
7.2.7	Summary.....	7-15
8	Cross-Cutting Enterprise Enablers.....	8-1
8.1	Business Intelligence.....	8-2
8.1.1	Current Environment.....	8-5
8.1.2	Business Intelligence Solutions.....	8-7
8.1.3	Team CGI-AMS Business Intelligence Approach.....	8-11
8.1.4	Implementation	8-13
8.1.5	Linkage to the Virginia Enterprise Applications Architecture	8-14
8.2	Service-Oriented Architecture	8-15
8.2.1	Introduction	8-15

8.2.2	What is SOA?.....	8-16
8.2.3	Solution Overview	8-18
8.2.4	Implementation Approach	8-20
8.2.5	Methodology.....	8-21
8.2.6	Summary.....	8-22
8.3	Single Window Government	8-23
8.3.1	Benefits and Outcomes	8-24
8.3.2	Methodology and Approach.....	8-25
8.3.3	Business and Process Framework.....	8-25
8.3.4	Government Transaction Framework (GTF)	8-26
8.3.5	Experiences – Results and References	8-32
8.3.6	Implementation Plan.....	8-32
9	Program Implementation.....	9-1
9.1	Reengineering and Re-solutioning Roadmap.....	9-2
9.1.1	Building the Roadmap.....	9-3
9.1.2	Importance of Pilot Projects	9-5
9.1.3	Phased Implementation Approach.....	9-5
9.1.4	Beyond Phase 3 – Steady State, New Ventures.....	9-12
9.1.5	Summary	9-12
9.2	Program Governance	9-13
9.2.1	Vision and Core Concepts	9-13
9.2.2	VEAA Initiative Governance Organization	9-14
9.2.3	Project Evaluation and Approval Process	9-23
9.2.4	Performance Management	9-25
9.2.5	Dispute Resolution Process	9-26
9.3	Program Management Methodology	9-28
9.3.1	Engagement Management	9-28
9.3.2	Performance Management	9-33
9.4	Project Implementation Methodologies	9-35
9.4.1	Concert.....	9-35
9.4.2	Sample Methodologies	9-37
9.5	Change Management for People	9-44
9.5.1	Business Case for Change.....	9-47

9.5.2	Change Management for People Program	9-47
9.5.3	Summary	9-68
10	Financial Proposal	10-1
10.1	Introduction	10-1
10.2	Contrasts in Self-Funded Models.....	10-1
10.3	Summary of Our Approach and Financial Plan.....	10-3
10.4	Methodologies	10-3
10.4.1	Incremental Revenue Measurement Methodology.....	10-4
10.4.2	Cost Savings Measurement Methodology	10-4
10.4.3	Fund Capture Methodology	10-4
10.4.4	Project Cost Methodology	10-4
10.4.5	Financing Cost Methodology.....	10-4
10.5	Global Assumptions	10-4
10.6	VEAA Initiative Component Financial Plans and Supporting Assumptions.....	10-5
10.7	Additional Financial Considerations	10-5
10.8	Commonwealth Self-Funded Option	10-5

Appendix A – As-Is Cost Analysis

Appendix B – Process Decompositions

Appendix C – Required Schedules

Appendix D – SAS 70 Type II Report

Appendix E – Economic Impact Report

Appendix F – Resumes